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Report of the Economic and Social Council

Programme budget for the biennium 2012-2013

Revised estimates resulting from resolutions and decisions adopted by the Economic and Social Council at its organizational sessions and the substantive session of 2012

Report of the Advisory Committee on Administrative and Budgetary Questions

1. The Advisory Committee on Administrative and Budgetary Questions has considered the report of the Secretary-General on the revised estimates resulting from resolutions and decisions adopted by the Economic and Social Council at its resumed substantive session of 2012 (A/67/503/Add.1). During its consideration of the report, the Advisory Committee met with representatives of the Secretary-General who provided additional information and clarification.

Resolution 2012/36: regional dimension of development in the Latin American and Caribbean region

2. By its resolution 2012/36, the Economic and Social Council endorsed resolution 674 (XXXIV) of the Economic Commission for Latin America and the Caribbean (ECLAC), by which the Commission requested its Executive Secretary to respond urgently and appropriately to the strategic challenges arising from the various activities being undertaken to define the development agenda beyond 2015, taking into account the needs and priorities of the Latin American and Caribbean region. The Commission also requested its Executive Secretary to ensure the strategic coordination of the United Nations system at the regional level, in support of integration efforts, through the Regional Coordination Mechanism and in consultation with other regional and subregional organizations (see A/67/503/Add.1, paras. 5 and 6).

3. Upon enquiry, the Advisory Committee was informed that the advances made by regional and subregional processes in Latin America and the Caribbean in the past decade, most recently by the Community of Latin American and Caribbean States (CELAC), have translated into growing demand for ECLAC cooperation.

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These requests have implied a greater workload and larger variety of thematic areas covered by the different subregional organizations. The Committee was also informed that ECLAC plays a role in facilitating interregional dialogues of CELAC with other partners. The Committee notes the role of ECLAC in support of the regional and subregional processes in Latin America and the Caribbean.

4. The Committee was informed that resolution 674 (XXXIV) referred to the outcome of the United Nations Conference on Sustainable Development, held in Rio de Janeiro, Brazil, from 20 to 22 June 2012, entitled "The future we want" (General Assembly resolution 66/288, annex). **In this regard, the Committee recalls its observations in its report on the revised estimates resulting from the decisions contained in that resolution (see A/67/641).**

Proposed post reclassifications

5. The Secretary-General proposes that two posts be reclassified as indicated below in order to ensure the provision of enhanced support and assistance to the Commission, with a view to fulfilling the request in ECLAC resolution 674 (XXXIV):

(a) One D-1 post to the D-2 level to carry out the duties of Director of the subregional office in Mexico, under subprogramme 12, Subregional activities in Mexico and Central America, of the programme budget for the biennium 2012-2013, which would result in a net increase of $13,400;

(b) One P-4 post to the P-5 level to carry out the duties of Political Affairs Officer in the Office of the Secretary of the Commission in Santiago, under executive direction and management, which would result in a net increase of $26,200 (see A/67/503/Add.1, para. 8).

The Advisory Committee trusts that in proposing the two reclassifications, the reclassification process was adhered to and all applicable standards applied were given the importance of ensuring that all standards related to the reclassification of posts are systematically applied whenever a request for reclassification is made.

6. Upon enquiry, the Advisory Committee was provided with information on the proposed functions of the requested P-5 post, which include the formulation of political affairs strategies and the planning and implementation of operational activities. **In the light of the information provided, the Committee has no objection to the proposed reclassification of the P-4 post to the P-5 level.**

7. With respect to the proposed reclassification of the D-1 post to the D-2 level, the Advisory Committee was provided with information, upon enquiry, about the proposed functions of the requested D-2 post, which includes coordinating all staff performing functions in offices away from Santiago and assisting the Executive Secretary by reducing the lines of accountability reporting to him or her (see annex I). The Committee was also provided with the proposed organizational structure of ECLAC for the biennium 2012-2013 (see annex II). **The Committee notes that the proposed coordination functions would place subprogramme 13, Subregional activities in the Caribbean, under the supervision of subprogramme 12, Subregional activities in Mexico and Central America, and therefore entail structural changes to ECLAC. The Committee is therefore of the view that the Secretary-General should review his proposal and if he deems it necessary,**

resubmit it in the context of the proposed programme budget for the biennium 2014-2015.

Proposed post abolition

8. The report states that the estimated net increase resulting from the proposed upward reclassifications would be offset by the proposed abolition of one P-2 post in the Economic Development Division in Santiago under subprogramme 3, Macroeconomic policies and growth ($105,800), which would result in savings of $66,200 for 2013 (ibid., paras. 9 and 11). It is further explained that the functions of the P-2 post proposed for abolition would be absorbed by the remaining staff of the respective division, so that there would be no negative impact on programme delivery (ibid., para. 10). **The Advisory Committee notes that, in addition to the current proposal to abolish one P-2 post, the Secretary-General had previously requested, in the proposed programme budget for 2012-2013, the abolition of seven P-2 posts under section 21, Economic and social development in Latin America and the Caribbean (see A/66/7, para. V.70, and table V.13). While the Committee commends the Secretary-General for seeking to offset the additional costs of the two proposed reclassifications by abolishing one post, the Committee considers that junior posts offer an opportunity both for external applicants to seek employment with the United Nations and for the United Nations to rejuvenate its staffing complement (see also A/67/545, paras. 103 and 139). Different grade levels across an organization would also ensure a balanced organizational structure that is not too top-heavy. Notwithstanding these concerns, given the ability of ECLAC to carry out the proposed functions of the P-2 post within existing capacity, the Committee has no objection to the proposed abolition of the P-2 post.**

Annex I

Proposed functions of D-2 post in the Economic Commission for Latin America and the Caribbean

Organizational Setting and Reporting Relationships: Under the general supervision and guidance of the Executive Secretary, the Director will be responsible for the following duties:

- Coordinates all staff performing functions in offices away from Santiago, the assisting the Executive Secretary in discharging her/his functions by reducing the lines of accountability reporting directly to her/him.
- Directs and manages a major programme(s) of the Organization in all offices away from headquarters.
- Contributes to the formulation of the department's overall strategies and policies by participating in various committees, preparing documents on policy issues, and acting, as required, in an advisory capacity to the USG; contribute to the overall management of the Department's activities and operations in Subregional and national offices.
- Provides leadership to the development of innovative and/or change management programmes.
- Formulates and implement the substantive work programme of the Subregional and national offices under his/her supervision, determining priorities, and allocating resources for the completion of outputs and their timely delivery.
- Timely delivers and coordinates work in the different areas both within the Subregional and national offices, and with other organizations of the United Nations System, donors and agencies as appropriate.
- Coordinates and oversees the preparation of reports for presentation to intergovernmental bodies such as the Advisory Committee on Administrative and Budget Questions, Committee for Programme Coordination, Economic and Social Council, the General Assembly and other policy-making organs, as appropriate.
- Reports to intergovernmental bodies on budget/programme performance or on programmatic/substantive issues, as appropriate, particularly those presented in biannual and/or annual reports.
- Ensures that the outputs produced by the Subregional and national offices maintain high-quality standards; that reports are clear, objective and based on comprehensive data. Ensures that all outputs produced by the offices under his/her supervision meet required standards before completion to ensure they comply with the relevant mandates.
- Undertakes or oversees the programmatic/administrative tasks necessary for the functioning of the Subregional and national offices, including preparation of budgets, assigning and monitoring of performance parameters and critical indicators, reporting on budget/programme performance, preparation of inputs for results-based budgeting, evaluation of staff performance (PAS), interviews of candidates for job openings and evaluation of candidates.

- Oversees the recruitment of staff for Subregional and national offices taking due account geographical and gender balance and other institutional values.
- Manages, guides, develops and trains staff under hi/her supervision; foster teamwork and communication among staff in the Subregional and national offices and across organizational boundaries.
- Chairs meetings, seminars, etc., on substantive-related issues; represents the Organization at international, regional, inter-agency meetings, seminars and conference at a senior level; provides programmatic/substantive expertise on an issue, or holds programmatic/substantive and organizational discussions with representatives of other institutions.
- Perform other related duties as requested by the senior management of the Organization.

Competencies

- **Professionalism**: Knowledge of the substantive field of work in general and of specific areas being supervised. Shows ability to produce reports and papers on technical issues and to review and edit the work of others. Shows ability to apply UN rules, regulations, policies and guidelines in work situations. Shows pride in work and in achievements; demonstrates professional competence and mastery of subject matter; is conscientious and efficient in meeting commitments, observing deadlines and achieving results; is motivated by professional rather than personal concerns; shows persistence when faced with difficult problems or challenges; remains calm in stressful situations.
- **Communication**: Speaks and writes clearly and effectively; listens to others, correctly interprets messages from others and responds appropriately; asks questions to clarify, and exhibits interest in having two-way communication; tailors language, tone, style and format to match audience; demonstrates openness in sharing information and keeping people informed.
- **Teamwork**: Works collaboratively with colleagues to achieve organizational goals; solicits input by genuinely valuing others' ideas and expertise; is willing to learn from others; places team agenda before personal agenda; supports and acts in accordance with final group decision, even when such decisions may not entirely reflect own position; shares credit for team accomplishments and accepts joint responsibility for team shortcomings.
- **Planning & Organizing**: Develops clear goals that are consistent with agreed strategies; identifies priority activities and assignments; adjusts priorities as required; allocates appropriate amount of time and resources for completing work; foresees risks and allows for contingencies when planning; monitors and adjusts plans and actions as necessary; uses time efficiently.
- **Accountability**: Takes ownership of all responsibilities and honours commitments; delivers outputs for which one has responsibility within prescribed time, cost and quality standards; operates in compliance with organizational regulations and rules; supports subordinates, provides oversight and takes responsibility for delegated assignments; takes personal responsibility for his/her own shortcomings and those of the work unit, where applicable.

- **Creativity**: Actively seeks to improve programmes or services; offers new and different options to solve problems or meet client needs; promotes and persuades others to consider new ideas; takes calculated risks on new and unusual ideas; thinks "outside the box"; takes an interest in new ideas and new ways of doing things; is not bound by current thinking or traditional approaches.

- **Client Orientation**: Considers all those to whom services are provided to be "clients" and seeks to see things from clients' point of view; establishes and maintains productive partnerships with clients by gaining their trust and respect; identifies clients' needs and matches them to appropriate solutions; monitors ongoing developments inside and outside the clients' environment to keep informed and anticipate problems; keeps clients informed of progress or setbacks in projects; meets timeline for delivery of products or services to client.

- **Commitment to Continuous Learning**: Keeps abreast of new developments in own occupation/profession; actively seeks to develop oneself professionally and personally; contributes to the learning of colleagues and subordinates; shows willingness to learn from others; seeks feedback to learn and improve.

- **Technological Awareness**: Keeps abreast of available technology; understands applicability and limitation of technology to the work of the office; actively seeks to apply technology to appropriate tasks; shows willingness to learn new technology.

Managerial Competencies

- **Leadership**: Serves as a role model that other people want to follow: empowers others to translate vision into results; is proactive in developing strategies to accomplish objectives; establishes and maintains relationships with a broad range of people to understand needs and gain support; anticipates and resolves conflicts by pursuing mutually agreeable solutions; drives for change and improvements; does not accept the status quo; shows the courage to take unpopular stands. Provides leadership and takes responsibility for incorporating gender perspectives and ensuring the equal participation of women and men in all areas of work; demonstrates knowledge of strategies and commitment to the goal of gender balance in staffing.

- **Vision**: Identifies strategic issues, opportunities and risks; clearly communicates links between the Organization's strategy and the work unit's goals; generates and communicates broad and compelling organizational direction, inspiring others to pursue that same direction; conveys enthusiasm about future possibilities.

- **Empowering Others**: Delegates responsibility, clarifies expectations, and gives staff autonomy in important areas of their work; encourages others to set challenging goals; holds others accountable for achieving results related to their area of responsibility; genuinely values all staff members' input and expertise; shows appreciation and rewards achievement and effort; involves others when making decisions that affect them.

- **Building Trust**: Provides an environment in which others can talk and act without fear of repercussion; manages in a deliberate and predictable way;

operates with transparency; has no hidden agenda; places confidences in colleagues, staff members and clients; gives proper credit to theirs; follows through on agreed upon actions; treats sensitive or confidential information appropriately.

- **Managing Performance**: Delegates the appropriate responsibility, accountability and decision-making authority; makes sure that roles, responsibilities and reporting lines are clear to each staff member; accurately judges the amount of time and resources needed to accomplish a task and matches task to skills; monitors progress against milestones and deadlines; regularly discusses performance and provides feedback and coaching to staff; encourages risk-taking and supports creativity and initiative; actively supports the development and career aspirations of staff; appraises performance fairly.

- **Judgement/Decision-making**: Identifies the key issues in a complex situation, and comes to the heart of the problem quickly; gathers relevant information before making a decision; considers positive and negative impacts of decisions prior to making them; takes decisions with an eye to the impact on others and on the Organization; proposes a course of action or makes a recommendation based on all available information; checks assumptions against facts; determines the actions proposed will satisfy the expressed and underlying needs for the decision; makes tough decisions when necessary.

Qualifications

Education: Advanced university degree (Master's degree or equivalent) in business or public administration, finance, accounting, law, social sciences or related area. A first-level university degree in combination with qualifying experience may be accepted in lieu of the advanced university degree.

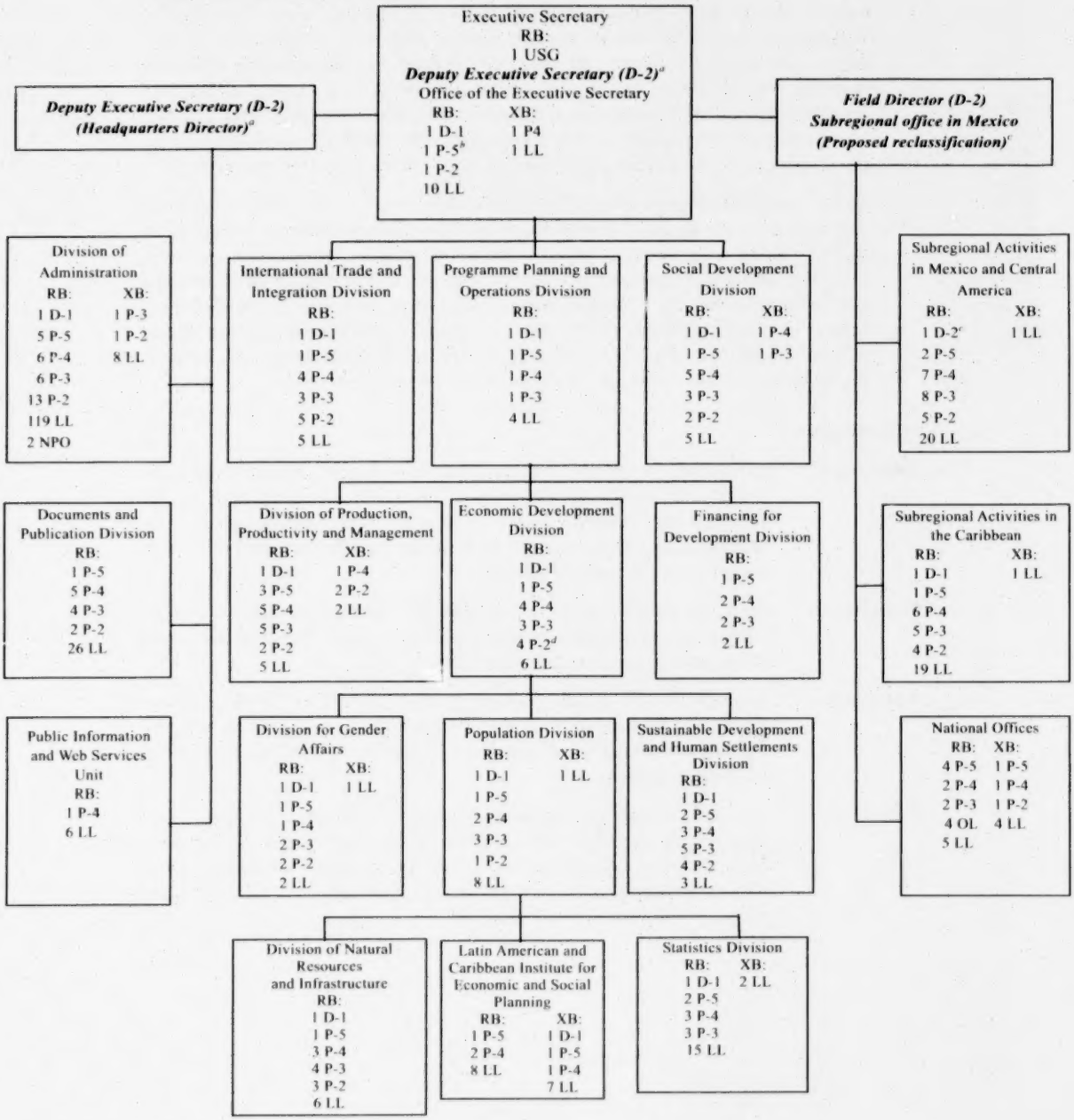
Experience: Over fifteen years of progressively responsible experience in human resources management, administration, logistics, financial management, budget or related field.

Language: Fluency in one of the working languages of the UN Secretariat, English or French, (both oral and written) is required; knowledge of the other is desirable. Knowledge of another UN official language is an advantage.

Other: (*To be determined and specified by Programme Manager, as required or desirable, at the time of building a specific vacancy announcement. Qualifications listed in this part should be of a technical nature and not related to education, experience and language as indicated above.*)

Annex II

Proposed organizational structure of the Economic Commission for Latin America and the Caribbean for the biennium 2012-2013



(Footnotes on following page)

(footnotes to organization chart)

Abbreviations: RB, regular budget; LL, Local level; XB, extrabudgetary; OL, Other level; NPO, National Professional Officer.

[a] No change to level of post. However, D-2 post in the Office of the Executive Secretary will be responsible for the Division of Administration, the Documents and Publication Division and the Public Information and Web Services Unit.

[b] Proposed reclassification from the P-4 level in the Office of the Executive Secretary.

[c] Proposed reclassification from the D-1 level in the subregional office in Mexico will be responsible for subregional activities in Mexico and Central America, subregional activities in the Caribbean and national offices.

[d] Including/resulting from/after the proposed abolition of one P-2 post.